



Security Assistance Organization (SAO) Responsibilities



References

- **SAMM**
 - **C2.5 and Table C2.T2**
 - **Generic SAO responsibilities**
 - **C8.2 and Table C8.T2**
 - **End-use monitoring (EUM)**
 - **C11.13 and Table C11.T25**
 - **Support for SA Teams**
- **Green Book, Chapter 5**



Lesson Outline

- 1. Definition, functions, and responsibilities of SAOs**
- 2. Security Assistance versus security cooperation**
- 3. SAO organization and manning**
- 4. SAO relationships with other USG organizations**
- 5. Interaction with U.S. defense industry**
- 6. United States Defense Representative Functions**



Definition, Function and Responsibilities of the SAO



What is a SAO?

**The overseas DoD
organization with the
mission of effective
planning and in-country
management of U.S.
security assistance
programs**



SAO Designations

JUSMAG.....Joint U.S. Military Advisory Group (Philippines, Thailand)

JUSMAG-K....Joint U.S. Military Affairs Group - Korea

KUSLO.....Kenya - U.S. Liaison Office

MAAG.....Military Assistance Advisory Group (Dom. Republic, Peru)

MAP.....Military Assistance Program (Jordan)

MDAO.....Mutual Defense Assistance Office (Japan)

MILGP..... ..Military Group (Argentina, Bolivia, Chile, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Venezuela)



SAO Designations (Cont'd)

**ODC..... Office of Defense Cooperation (Albania,
Australia, Bangladesh. Belgium, Bosnia,
Bulgaria, Botswana, Cambodia, Croatia,
Czech Republic, Denmark, Estonia, France,
Germany, Greece, Hungary, India, Indonesia,
Italy, Latvia, Lithuania, Macedonia, Malaysia,
Mongolia Morocco, Nepal, Netherlands,
Niger, Norway, Paraguay, Poland,
Portugal, Romania, Senegal, Singapore,
Slovakia, Spain, South Africa, Tunisia, Turkey,
Ukraine, United Kingdom, Uruguay)**



SAO Designations (Cont'd)

ODR.....Office of Defense Representation (Costa Rica)

ODRP.....Office of Defense Representative - Pakistan

**OMC.....Office of Military Cooperation (Bahrain, Egypt,
Oman)**

OMC-K.....Office of Military Cooperation - Kuwait

USLO.....U.S. Liaison Office (Djibouti, Eritrea, Qatar, UAE)

USMTM.....U.S. Military Training Mission (Saudi Arabia)



Legislated SAO Functions

- **FMS Case Management**
- **Training Management**
- **Program Monitoring**
- **Evaluation of HN military capabilities and requirements**
- **Rationalization, Standardization, Interoperability (RSI) and International Armaments Cooperative Program (IACP)**

Sec 515, FAA of 1961



(1) FMS Case Management

U.S.



Bandaria



IA Case Manager

United States of America
Letter of Offer and Acceptance (LOA)
[AT-P-BLZ]
Based on [AUSDEF Itr 2265 of 10 Apr 92]

Pursuant to the Arms Export Control Act, the Government of the United States (USG) offers to sell to [the Government of Australia, Office of the Naval Attaché, 1601 Massachusetts Ave., NW, Washington, DC 20004] (the defense articles or defense services (which may include defense design and construction services) collectively referred to as "items," set forth herein, subject to the provisions, terms, and conditions in this LOA.

This LOA is for [Standard Missile Block VI, support items, and services.]

Estimated Cost: [\$19,510,825] Initial Deposit: [\$19,360,450]
Terms of Sale: [Cash prior to delivery/dependable undertaking, Congressional notification 92-17]

This offer expires on [22 July 1992]. Unless a request for extension is made by the Purchaser and granted by the USG, the offer will terminate on the expiration date.

This page through page [4], plus Letter of Offer and Acceptance, Standard Terms and conditions attached, are a part of this LOA.

The undersigned are authorized representatives of their Governments and hereby offer and accept, respectively, this LOA:

U.S. Signature: [30 May 92] Date: _____ Purchaser Signature: _____ Date: _____
[A. R. DiTrapani] Director _____ Typed Name and Title: _____
[Navy International Programs Office] _____ Agency: _____
DSAA: _____ Date: _____

Information to be provided by the Purchaser:
Mark For Code: _____ Freight Forwarder Code: _____ Purchaser Procuring Agency Code: _____ Name and Address of the Purchaser's Paying Office: _____

Table 701-1, Page 1 of [12] pages
701-17



FMS Requirements

"Involved in Case Management vs. Case Manager"



(2) Training Management

- **Assist HN in identifying, planning, and programming DoD-provided training**
 - Submit HN Combined Ed & Tng Program Plan
 - Convey HN requirements to MILDEPs
 - Provide HN with training prerequisites
- **Conduct language testing**
- **Prepare Invitational Travel Orders**
- **Monitor HN utilization of returning students**
- **Monitor deployed training teams**





(3) Program Monitoring

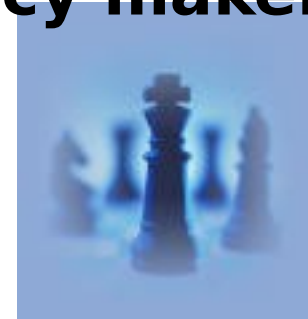
- **End-use monitoring (EUM) of US-origin defense equipment and training**
- **Monitor HN integration of equipment, services, and training into defense establishment**
- **Advise on disposal and/or transfer**
- **Monitor any leased equipment**





Evaluation of Host Nation Military Capabilities

- **Recommend strategies and priorities to HN**
- **Provide info to assist U.S. policy makers**
- **Conduct SAO planning**
- **Determine Requirements**
 - **Short or long term**
 - **Total Package Approach**





(5) IACP Responsibilities

- **Coordinate US International Armaments Cooperation Program activities**
- **In-country focal point**
- **Liaison with HN armament director**
- **and USG agencies**
- **Exchange information**
- **Know HN acquisition process and defense industry**
- **Advise DoD on cooperation potential**
- **Assist US defense firms**





Legislative Restrictions on SAO Functions

- **No operational advice or training**
- **Training / services performed by special teams**
 - **Mobile Training Team (MTT)**
 - **Technical Assistance Field Team (TAFT),**
 - **Extended Training Service Specialists (ETSS), etc.**





SAO Admin Functions

- **Budget planning and execution**
- **Accountability for property**
- **Maintenance of vehicles**
- **Personnel actions**
- **Housing and Quality of Life**
- **Country clearances and US visitor support**
- **Managing commo and automation equipment**
- **APO services / AMC flights / cargo**
- **AAFES/commissary programs**
- **US Navy ship visits (support DAO)**



Other SAO Responsibilities

- **Duties assigned by DoD or combatant command**
- **Administration of assigned/attached personnel**
- **Country team support**
 - **Disaster relief**
 - **Search and rescue**





SAO Impacts on U.S. National Security Objectives

- **Provide basis for US access**
- **Influence HN decision-makers**
- **Strengthen HN self-defense**
- **Improve interoperability with US forces**
- **Strengthen HN leadership and professional skills**
- **Further U.S. economic interests**



Security Assistance versus Security Cooperation



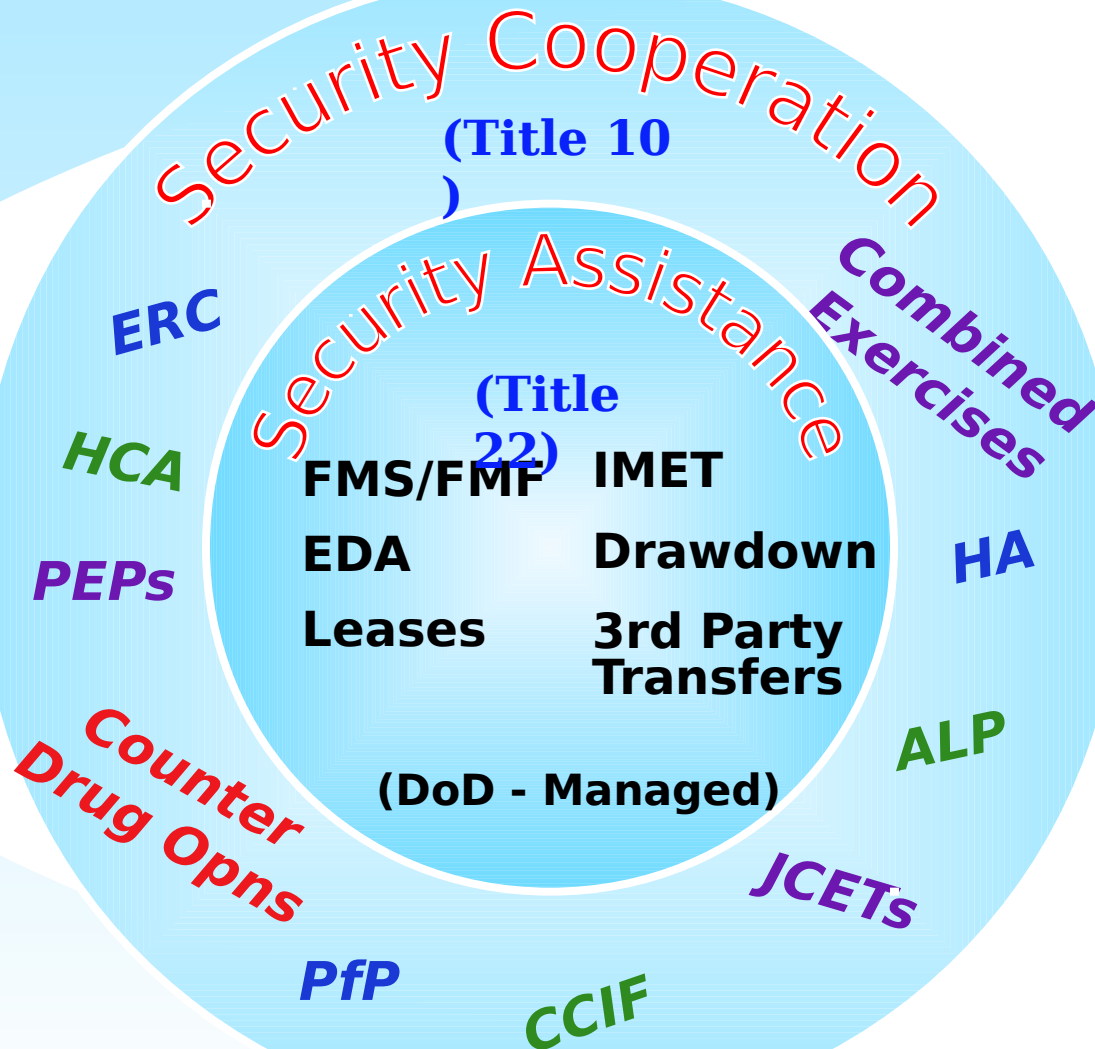
Security Cooperation

All DoD interactions with foreign defense establishments to build defense relationships that promote specific US security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a host nation.

-- Joint Pub 1-02



Security Assistance vs. Security Cooperation

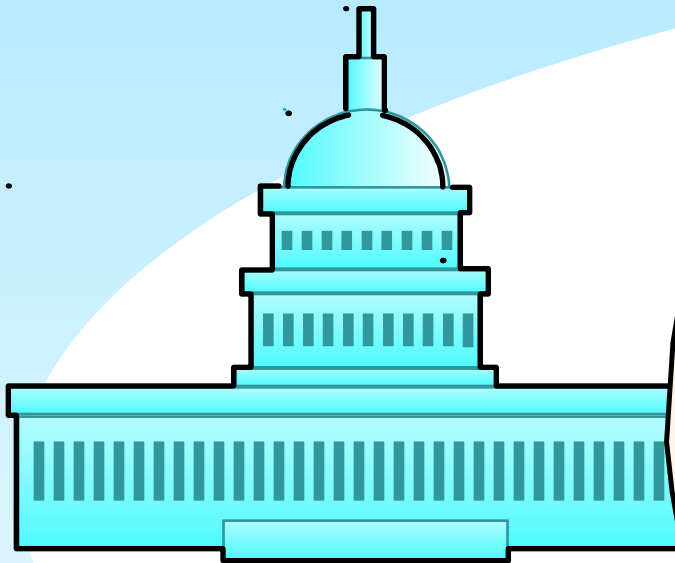




SAO Organization and Manning



Congressional Limitation on Military Staffing



(c) (1) The number of members of the Armed Forces assigned to a foreign country under this section **may not exceed six** unless specifically authorized by Congress.

(c) (2) The total number of members of the armed forces assigned under this section to a foreign country in a fiscal year may not exceed the number justified to the Congress for that country in the congressional presentation materials for that fiscal year, ...

Section 515, Foreign



Types of SAOs by Size

- **SAO - Over 6 Military + Civilians**
- **SAO - 6 or Fewer Military + Civilians**
- **DAO - Augmented + Civilians**
- **DAO**
- **Embassy Personnel**



SAO - Over 6 Military

USEUCOM
M

Greece
Turkey

USCENTCOM

Egypt
Iraq
Jordan
Kuwait
Saudi Arabia

USPACOM

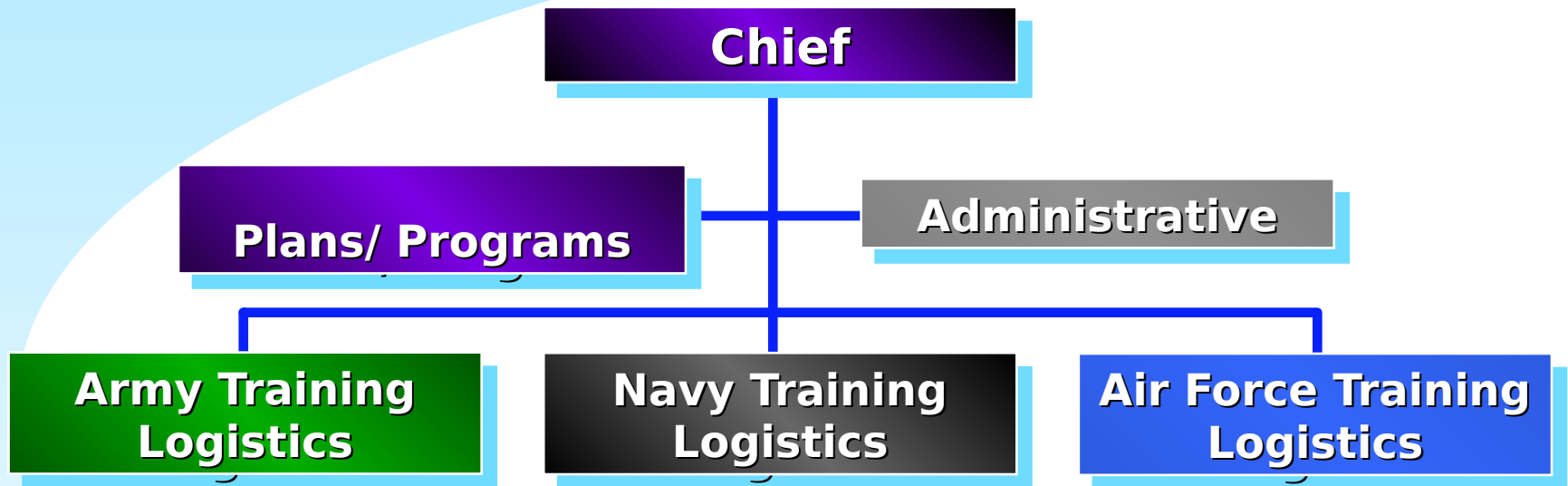
Korea
Singapore
Thailand

* DAO Augmented

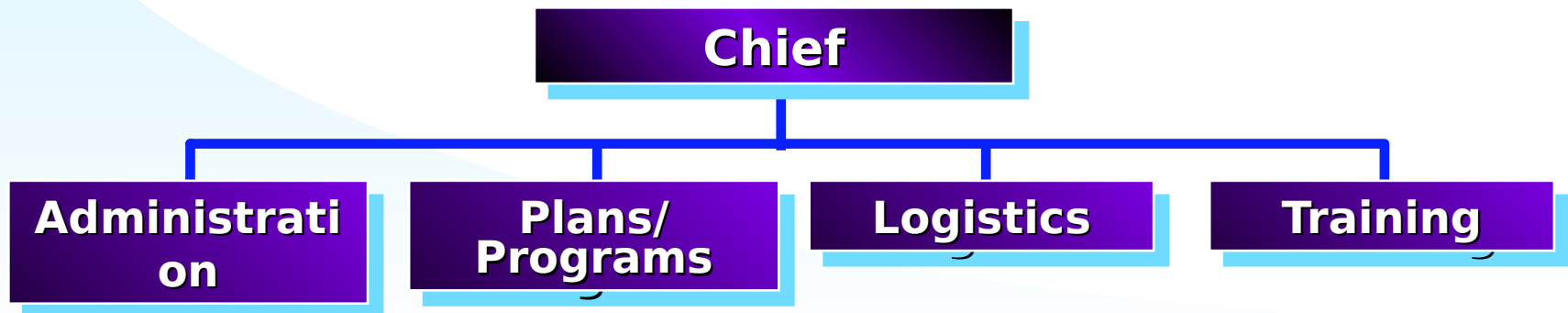


Representative SAO Organizations

DEPARTMENT ALIGNMENT



FUNCTIONAL ALIGNMENT





National Security Decision Directive (NSDD-38)

(Diplomatic Mission Staffing)

**Agencies operating under the authority
of COM will ensure that:**

- **COM approval is sought for proposed
manning changes:**
 - **In size**
 - **In composition**
 - **Or in mandate of such staff elements**



SAO Manning Process

(DODD 2055.3)

- **Joint Manpower Program (JMP) should be reviewed annually.**
- **Requests for changes are submitted, with detailed justification and concurrence of the COM, to COCOM**
- **COCOM forwards to JCS with recommendation**
- **JCS forwards to DSCA with recommendation**
- **DSCA coordinates within DoD and with State, forwards decision to JCS**
- **JCS advises MILDEPs**



Relationships with Other Organizations



SAO Relationships





Chief Of Mission Authority

The Ambassador ---

- **is the Personal Representative of POTUS**
- **has full responsibility for the direction, coordination, and supervision of all USG executive branch employees in country**

Exception: *Personnel under command of an Area Military Commander*

- **must be kept fully informed on all**



Authorities and Responsibilities of Chiefs of Mission (COM)

President Bush's Letter to Ambassadors

- **“...you have full responsibility for the direction, coordination, and supervision of all Department of Defense personnel on official duty [in your country], except those elements and personnel under the command of a U.S. area military commander.”**
- **“You and the area military commander must keep each other currently and fully informed and cooperate on all matters of mutual interest.”**



COM Authority over SAOs



Members of the Armed Forces assigned to a foreign country under Section 515 of the FAA shall serve under the direction and supervision of the Chief of the United States Diplomatic Mission (COM) to that Country



Combatant Command - Policy Responsibilities

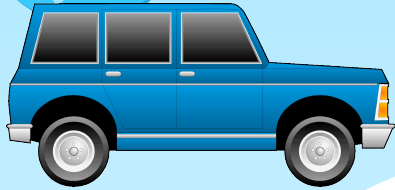
- **Develop and Implement SC Plan**
- **Comment on major equip requests from HN**
- **Comment on SAO requests for FMF/IMET**
- **Coordinate with SECDEF, JCS, MILDEPs, and COM**



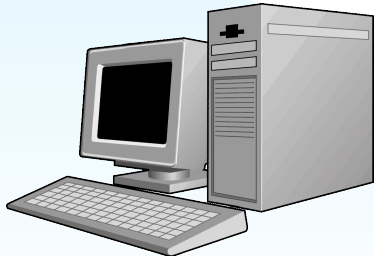
**See
DoDD 5132.3**



COCOM Support for SAOs



- **Manpower**
- **Personnel Actions**
- **SAO Budget**
- **Joint Table of Allowances**
- **Government Vehicles**
- **MWR Program and QOL Issues**
- **Computers and Commo Equip**
- **IG Inspections**
- **JAG Assistance**





MILDEP Support to Combatant Commands

4.1. The Secretaries of the Military Departments shall provide or arrange for the administrative and logistic support of the headquarters of the Combatant Commands...The support responsibility designated for the headquarters of each Combatant Command extends



COCOM Responsibilities

Combatant Command	Executive Agent	Area of Responsibility
U.S. European Command (USEUCOM)	• Army	• Countries in western and eastern Europe, most of Africa, Israel, Greenland, Iceland, Sao Tome and Principe, and Cape Verde
U.S. Central Command (USCENTCOM)	Air Force	Most of the Middle East, Central Asia, and a few African countries
U.S. Northern Command (USNORTHCOM)	Air Force	• Canada, Mexico and the United States less Hawaii
U.S. Pacific Command (USPACOM)	• Navy	• Countries of the Far East, Pacific and Southeast Asia
U.S. Southern Command (USSOUTHCOM)	• Army	• Continental Central and South America and the island nations of the Caribbean





Relationship with US. Defense Industry



U.S. Embassy Support of Defense Trade

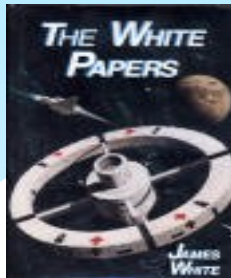
"The United States will take such steps as tasking our overseas mission personnel to support overseas marketing efforts of American companies bidding on defense contracts, actively involving senior government officials in promoting sales of particular importance to the United States..."

***State
Department
Message***

**SECSTATE Christopher
180317Z Feb 95
SECSTATE Message
"Conventional Arms
Transfer Policy"**



SAO Support to Industry



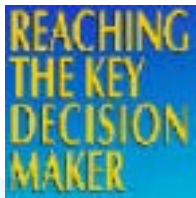
**Defense White
Papers**



**Budget
Process**



**Organizational
Charts**



**Key Decision
Makers**



**Requireme
nts**



**Spending
Limits**



SAO Support to Industry (Cont'd)



**Estimated
requirements**



**Sales
tactics**

**See
SAMM
C.2.5.7**



**Assist w/
appointments**



**Attend
meetings**



SAO-Rules of Engagement

- **Support U.S. defense companies
but:**

Remain Impartial

- **SAO can endorse one product
when directed by DoD**



U.S. Vendor Courtesies to SAO

- **Engage early on major sales**
 - **Provide:**
 - **Export license information**
 - **Brief of equipment/services**
 - **Non-proprietary information previously provided (and to whom)**
 - **Sales of interest in the region**
- **Debrief SAO after meetings with HN**



Commercial Attaché

- **Department of Commerce representative on country team**
 - Responsible for supporting U.S. trade and exports
 - Market research & international trade expertise
- **Some embassies/consulates have U.S. & foreign commercial service (US & FCS) trade specialists**
- **SAO and commercial officer should:**
 - Communicate and work together
 - Mutually support U.S. defense trade



DoD Participation in Air Shows and Trade Exhibitions

- **Ambassador, COCOM, and MILDEP concur**
- **DSCA coordinates**
- **USDP approves on case-by-case basis**
- **Congress is notified 45 days prior**

-- DODD

7230.8



USDR Functions



U. S. Defense Representative (USDR)

- **Representative of SECDEF, CJCS & area Combatant Commander**
 - **USDR is an additional duty title**
 - **USDR performs duties in coordination with COM and geographic Combatant Commander**

-- DODI 5105.57



USDR Designation

- **Recommendation by geographic Combatant Commander to CJCS**
- **Approval by USD(P)**
- **Current list as of February 2004**



USDR Responsibilities

- **Primary point of contact to USG officials for DOD issues and activities in country**
 - **Advise COM and combatant commander**
 - **Coordinate administrative issues**
 - **Facilitate flow of information**
 - **Coordinate high-level visits (Congressional Delegations, etc.)**

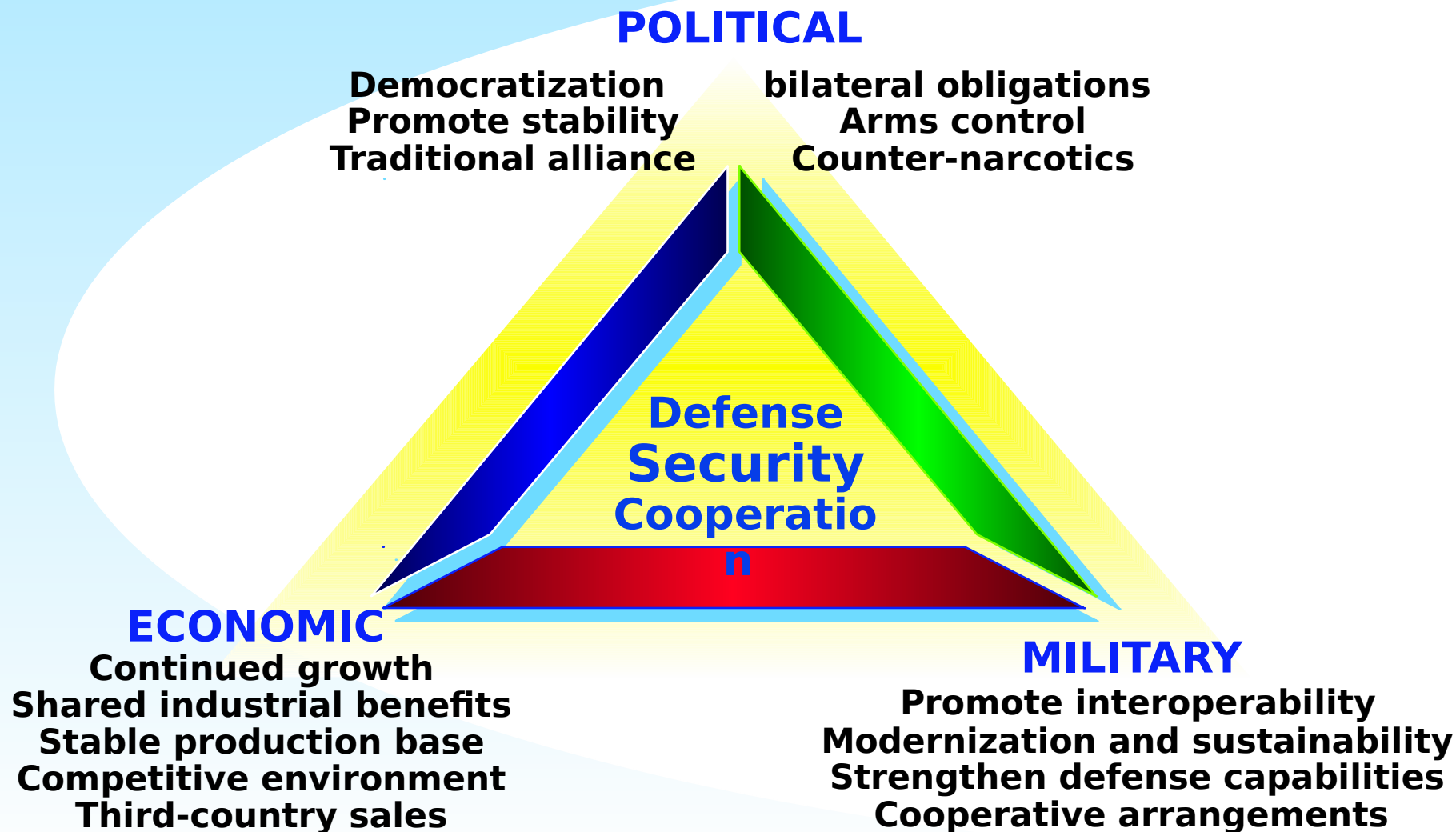


USDR Responsibilities (Con't)

- **Act as single point of contact for all security and AT/FP issues with embassy**
-- DoD 5210.84
- **Assume directive authority over DoD noncombatant element personnel in cases of emergency**
- **Perform diplomatic representational duties, if no DATT is assigned**
- **USDR will not become involved in intelligence matters**



US / Host Nation Strategic Environment





Security Assistance Organization (SAO) Responsibilities